

# Boston Redevelopment Authority

James E. Cofield, Jr./Board Member

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April 13, 1977

Mr. Robert F. Walsh, Director  
Boston Redevelopment Authority  
One City Hall Square  
Boston, Massachusetts 02201

Dear Bob:

I have reviewed in some detail your recommendation for "Several Departmental Reorganizations" originally submitted to the Authority on March 24. My feeling is that the plan is grossly deficient as a plan for reorganization and that you need to give considerably more thought to the plan prior to requesting a Board vote. I shall outline below the major areas of deficiency.

Firstly, the plan strikes me as a half attempt at reorganization, and a half attempt at achieving a few promotions and transfers. In neither case is it apparent that you have followed the guidelines of the Authority's Personnel Policy or the Affirmative Action Program.

Clearly, a more professional manner to accomplish a reorganization is to first present the reorganization plan itself with no names attached. In such a plan one would expect to find a discussion of the objectives of the reorganization and a brief outline of the advantages of the new organization over the present organization. You should present a convincing argument that the new organization better serves the goals and objectives of the Authority, in light of a changing environment, or for whatever reasons. Those reasons should, however, be spelled out. Moreover, you should insure that the development and implementation of the proposed plan is constructed in such a manner that it follows the specifics of both the Authority's Personnel Policy and the Affirmative Action Program. At a minimal, the Personnel Policy requires that job descriptions be written and the Affirmative Action Program requires that the plan be reviewed, in detail, by the Affirmative Action Council.

Once a good organization plan has been developed and approved by the Authority, one would expect that there would be a thorough review of all personnel on staff and an opportunity given to staff members to apply for new positions in light of new job descriptions and presumably new job background requirements. One would certainly expect that these new job descriptions would be posted. The Authority could then reach a decision, based on your recommendation, which gives priority to qualifications, merit and performance.

In summary, your recommended departmental reorganizations fall far short reaching the professional level of personnel and organizational development which is expected in the Authority. As an example, your plan calls for a structural reorganization which



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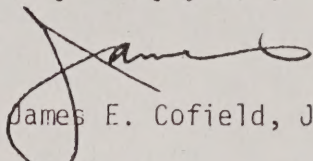
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places business relocation in one major department and places family relocation in another major department. Your plan seeks to change the functional duties and responsibilities of certain staff members with a grossly inadequate assessment of the qualifications and capabilities of some affected staff members. Additionally, it is not apparent that promotional or transfer opportunities have been extended to the staff in general. It is clear that some choices have been made, and in some instances it seems as though merit, qualifications and job performance was absent from consideration.

I challenge you to develop a proposal which reflects the professional organization which the Authority is and to develop and implement a proposal which is consistent with the Authority's Personnel Policy and Affirmative Action Program.

Very truly yours,



James E. Cofield, Jr.

JEC/je

cc: Robert L. Farrell